

PART I

**SECRET**

GENERAL STATEMENT CONCERNING NEED  
FOR HAZARDOUS DUTY INCENTIVES



1. Study of the broad subject of employee morale and motivations, as related to employment by CIA in hazardous intelligence activities, has revealed serious deficiencies in the rights, privileges, and benefits which CIA (as opposed to certain other Government agencies) can now offer certain of its employees engaged in extrahazardous duties, such as [redacted] training, [redacted] activities, etc., and generally hazardous foreign activities.

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2. It is believed that the most basic employee requirements which any vocation must provide or make possible in varying degrees, are the following:

a. The work must provide the employee with a reasonable assurance of continuing employment, the possibility of retirement, and safeguards against death, disability and other hazards specifically attributable to the nature of the work. In the absence of these requirements, there must be compensatory provisions which would allow the employee independently to make provisions for the contingencies of death, disability, and old age.

b. The work must make possible or at least not interfere with a satisfactory family and/or social life, and be performed in an environment which provides sufficient outlets for recreation and social diversions. To the extent that the specific employment denies or interferes with these normal human requirements, either compensatory inducements must be offered or high employee attrition and limited recruitment fields must be expected.

3. It is fully realized that this analysis of employee requirements is not inflexible. The motivations and desires of individuals conform to no precise formula. Nevertheless, we are convinced that certain types of employment with CIA do not fulfill the cited basic requirements of the average employee. Specifically, it is believed that all CIA employees engaged in covert activities in foreign countries incur serious risks to, and impairment of, their physical, mental and social well being which they would not encounter in normal commercial or government careers. In addition to this group, it is anticipated that certain employees in the United States will necessarily be actually engaged in extra-hazardous duties. The results, we believe, have been and will continue to be as follows:

a. Reluctance of employees to accept certain types of assignments; particularly assignments to foreign areas.

b. Lack of adequate recruitment inducements to persuade the highest type candidates to forsake commercial or normal government employment in view of obvious disadvantages and risks of CIA employment.

c. A high attrition rate, particularly among employees who are approaching or who have arrived at their most productive period as the result of many years of intelligence experience and training.

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4. The particular deficiencies and risks of CIA employment in covert activities are quite specific and can be fully illustrated by factual examples. Although the incidence of injury, death or hardship to an employee or his family cannot be foreseen actuarially, the risks and hardships are definite and should be offset as much as possible by inducements and safeguards with the objective of creating a career service of the highest quality for CIA personnel. These risks and disadvantages include, but are not limited to, the following:

- a. Death, injury, or imprisonment for the employee or members of his family at the hands of either foreign governments or hostile groups as the result of disclosure or suspicion of involvement in covert activities for the U. S. Government.
- b. Reduced assurance of continuing employment as a career intelligence employee due to loss of usefulness arising from necessary or inadvertent disclosure and/or retaliatory ejection by foreign governments.
- c. Physical or mental breakdown occasioned by the extraordinary tensions and pressures of covert activities.
- d. Physical disability and illness occasioned by the placement of employees at notably unhealthful posts.
- e. Lack of recognition in the employee's vocational and social life occasioned not only by the high degree of anonymity required by CIA covert activities, but also, the not infrequent requirement that employees assume an inferior social or vocational status [REDACTED]
- f. Lack of desirable environment and facilities for the maintenance, education, and development of a family.

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5. Any plans to provide for rights, privileges, and benefits to employees to offset these disadvantages of CIA hazardous or extrahazardous employment must be reasonable, easily administered and not excessively costly, and further, must be compatible with the prevailing political and legislative views.

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